

# INFORMATION ACCESSIBILITY AND MARKET

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## **INFORMATION ACCESSIBILITY AND MARKET RESPONSIVENESS: THE MEDIATING RELATIONAL CAPABILITY TO ENHANCE BUSINESS PERFORMANCE**

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### **Abstract:**

*This paper aims at investigating empirical study of the effect of entrepreneurial orientation and identifying the effect of information accessibility and market responsiveness to business performance on SMEs. This paper tries to develop and solve the problems of research gap on entrepreneurial orientation on business performance. Data were collected from 290 batik SME respondents in Central Java Indonesia. The empirical result of this research, the role of relational capability which can build the business to have competitiveness. Information accessibility on business performance has not significant. Market responsiveness on relational capability has not significant. All hypotheses are significant except for these two relationships. This paper contributes to solve the debate between relational capabilities on business performance controversy.*

*Key words: Information accessibility, market responsiveness, relational capability, business performance*

### **1. Introduction**

In relationship with efforts to improve the performance of SMEs, this research focuses on the ability to build relationships of SMEs entrepreneurs, with the aim of being able to increase their ability to compete and innovate. Because the environment is increasingly complex, the focus is on building networks. The collaboration between companies enables relational capabilities to provide solutions to the problems of SMEs, gain knowledge to achieve economies of scale, apply more efficient technologies and be able to combine their resources and expand markets. The weakness Indonesian entrepreneurs who have entrepreneurial orientation make some companies do not have a good business performance, causing a gap between entrepreneurial orientation and

business performance (Indriastuti, 2019), (Lumpkin and Dess, 1996), (Wiklund and Shepherd, 2005).

The gap between entrepreneurial orientation and performance occur because of resource imperfections, so that resource-based theory underlies the company's perspective to build its resources with competencies and capabilities as resource advantages (Morgan, Robert M and Hunt, 1994). The role of advantage in Resources Advantage Theory as a tangible and intangible resource entity, which relational (relationships with competitors, suppliers and customers) is categorized as intangible as access to new markets (Morgan and Hunt, 1999). Strengthen the relationship gap between entrepreneurial orientation and business performance, (Stam and Elfring, 2008) include the role of intra and extra relational capital as a mediating variable.

Studies and assessments in the field of entrepreneurial studies show that there is a slow and limited development in the accumulation of a body of knowledge from entrepreneurship due to the absence of agreement on various key issues about what constitutes entrepreneurship. (Baker and Sinkula, 2005) also confirmed the statement, stating that a review of the entrepreneurial orientation literature showed a lack of shared consensus about the construct of entrepreneurial orientation and its dimensions their effects on performance. Therefore, the concept of entrepreneurial orientation must be explored more deeply with organization capability is like networking capability.

The **relationship between entrepreneurial orientation and firm performance from** several studies is bridged by mediating variables of distinctive capabilities such as relational capabilities. Unique capabilities are knowledge driven that contribute to enhance business performance with collaboration (Awang, Said Asghar and Subari, 2010). Several studies show that to improve small business performance can be done with testing the company-specific resources, dynamic, platform and network capability development model (Monteiro, Soares and Rua, 2019), (Grande, Madsen and Borch, 2011), (Morgan, Vorhies and Schlegelmilch, 2006) and (Lechner and Vidar, 2014). Relational capability is generally considered as part of dynamic capability (Czakoń, 2009) so it is defined as the ability to build, reconfiguration of a company's resource based with its alliance partners. Especially, this research contribution is focused on how the contribution of relational capability is able to explain the correlation on business performance to have different results as compared to the previous studies.

## **2. Literature Review**

The dynamic capability approach strongly refers to the Resources Based Theory (Barney, 2001) and needs to be changed, while the networking approach shows the fact that collaboration requires a set of skills, resources, and regulatory choices. Relational capability is the ability to build and configure a relationship that is part of dynamic capabilities (Czakoń, 2009).

Relational marketing success is a marketing activity that creates supplier relationships, alliances, and customer relationships, with construction in the form of relational contracts, internal marketing, symbiotic marketing, relationship marketing,

strategic alliances, working partnerships and joint marketing alliances (Sharma and Sheth, 1997), (Sheth, 2002), (Sheth and Atul Parvatiyar, 2002).

#### 1. The Relationship Between Entrepreneurial Orientation and Relational Capability

Studies relating to entrepreneurial orientation and relational capabilities are still very limited. Study (Niu, Deng and Hao, 2020) investigates the relationship between entrepreneur orientation and swift guanxi relationships consisting of mutual understanding, reciprocal favor and relationship harmonies have direct effect. Meanwhile (Cenamor, Parida and Wincent, 2019) entrepreneurial SMEs give effect of digital platforms capability and network capability. Study (Chuluunbaatar et al., 2011) examine the role of relational capital (trust and linkages) and the socio-economic context in starting the entrepreneurial process which tends to take risks, proactively and aggressively attempts to utilize social capital as a mutually beneficial principle. Supported by the research above, it shows that entrepreneur orientation has an effect on relational capability

H1: The stronger entrepreneurial orientation, the higher relational capability for the SMEs

#### 2. The Relationship Between Information Accessibility and Relational Capability

(Connelly and Kevin Kelloway, 2003) who state that sharing information or knowledge is behavior that involves the exchange of information or assistance to other parties. Sharing of knowledge contains elements of reciprocity, sharing of information, it can be in one direction, and also immediately or unsolicited. Therefore, sharing knowledge implies the meaning of giving and receiving information framed in the context of the information giver's knowledge. What is received is information that is framed by the recipient's knowledge. Study (Wong, 2012) concluded that the partnership pattern can be a core competency and a source of competitive advantage. Partnership is a continuous relational pattern between two organizations that involves commitment for a long time and there is a sharing of the risks and benefits of the relationship. Thus in this relational pattern, there is an exchange of information, learning activities

H2: The stronger information accessibility, the higher relational capability for the SMEs

#### 3. The Relationship Between Market Responsiveness and Relational Capability

The findings of this study contradict research, (Freeze and Kulkarni, 2007) which show five abilities in company management in the form of expertise, lessons, policies and procedures and knowledge documents have a causal relationship with actions that have been identified as company performance. (Lee, 2010) shows that there is a positive role in the form of cooperation and joint venture activities between companies and other companies in increasing performance

H3: The stronger market responsiveness, the higher relational capability for the SMEs

#### 4. The Relationship Between Entrepreneurial Orientation and Business Performance

Business **performance** will be good if their market carries out innovative, proactive, and risk taking. With marked demands and different competitive environments, the ability to innovate and be proactive in developing new strategies, accepting reasonable risks, is very important to compete for better performance in terms of sales and profit (Solano Acosta, Herrero Crespo and Collado Agudo, 2018). Several studies have shown that network capability is capable of being a mediator between entrepreneur orientation and business performance. Study (Monteiro, Soares and Rua, 2019), (Grande, Madsen and Borch, 2011), (Morgan, Vorhies and Schlegelmilch, 2006) and (Lechner and Vidar, 2014) testing the company-specific resources, dynamic, platform and network capability development model that bridges entrepreneurial orientation has a positive effect on improving performance in small business.

H4: The stronger entrepreneurial orientation, the higher business performance for the SMEs

#### 5. The Relationship Between Relational Capability and Business Performance

The ability to build networks with partners enables companies to gain a competitive level of competitiveness, especially in the SMEs market that has limited resources (Acosta et al., 2018). Czakon's the development alliances between organizations is followed by an increase in networking capabilities to improve competitive advantage and company performance. Studies conducted by (Srivastava and Gnyawali, 2011) state that relational assets that are based on trust and good reputation are difficult for competitors to imitate because of trust and good reputation in the relationship. Relationships and intellectual assets based on the market are very important to create competitive advantage and increase company performance.

H5: The stronger relational capability, the higher business performance for the SMEs

#### 6. The Relationship Between Information Accessibility and Business Performance

(Kumar, Singh and Shankar, 2016) demonstrated a new understanding of the relationship between information sharing and performance. It is stated that sharing knowledge or information is important, but its important impact on performance depends on what information is shared, when and how the information is shared as well as to whom the information is shared. Information sharing according to (Huo, Zhao and Zhou, 2014) can improve performance by sharing information with suppliers, internal organizations and consumers. (Baihaqi and Sohal, 2013) said to improve organizational performance, companies need to implement integrated information technologies, internal integration, information quality and costs–benefits sharing.

H6: The stronger information accessibility, the higher business performance for the SMEs

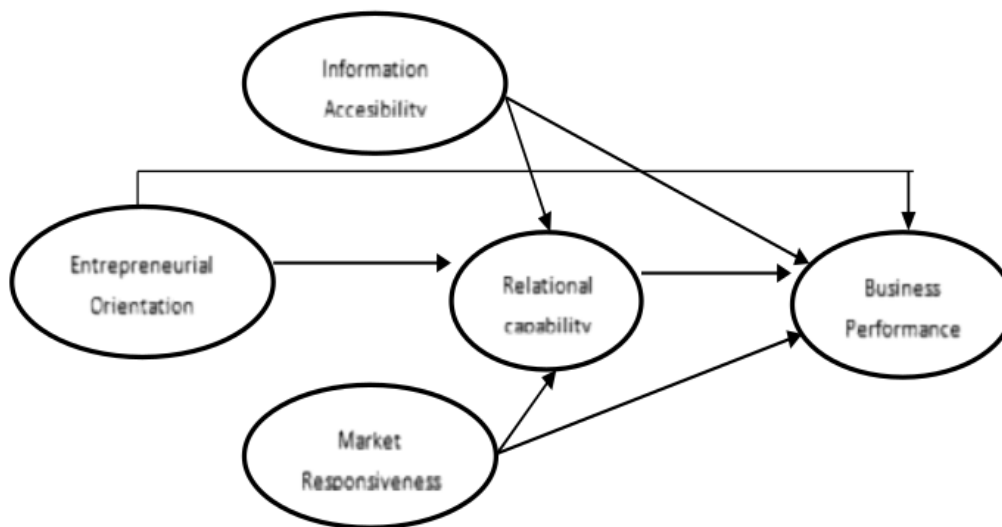
#### 7. The Relationship Between Market Responsiveness and Business Performance

Study (Wei, Samiee and Lee, 2014) defined market responsiveness is a firm level strategic action to get respond to market information from competitors and customers. Wei's

research to investigate how types of organic of organizational culture serve as a strategic resource to influence performance in an emerging economy. Potential and realized absorptive capability from other organizations can enhance market responsiveness. The firm is quick to respond to changes in a customer's product need (Chang et al., 2013).

H7: The stronger market responsiveness, the higher business performance for the SMEs

Following the above discussion, a research framework which posits that entrepreneur orientation has impact on business performance was developed. Relational capability is also expected to mediate the relationship between entrepreneurial orientation and business performance. Figure 1 illustrates the research framework.



**Figure 2: Research Framework**

### **3. Research Method**

The hypotheses test in the study used SEM approach. It was used to test the causality relation between entrepreneurial orientation, information accessibility, relational capabilities, market responsiveness and business performance constructs. Data distributed as many as 420 questionnaires. After deleting, the respondent's data is 290. Referring (Hair et al., 2010) that the minimum sample size in modeling is 100-200 samples, so that the sample size of 290 is still in the range of meeting sample adequacy. Observable and latent variables are the indicator which is reflected from construct theory. In evaluating the fit of the model, several goodness-of-fit indices. The completed questionnaires were collected after two months.

Samples were distributed to batik entrepreneurs in Central Java (Surakarta, Sragen, Rembang, Pekalongan), Indonesia with purposive sampling technique, with the

condition that the batik owner, the company had been running for at least five years and was willing to fill out the questionnaire given.

The characteristics of the respondents were analyzed and results show that a majority of the 290 samples and per cent are 63% males. More than half or 57 per cent of the entrepreneurs possess senior high degrees, with a very low percentage of 4 per cent having a bachelor's degree. Most of these SMEs have been operating for more than 5 years, raking a monthly revenue of between more five million rupiahs.

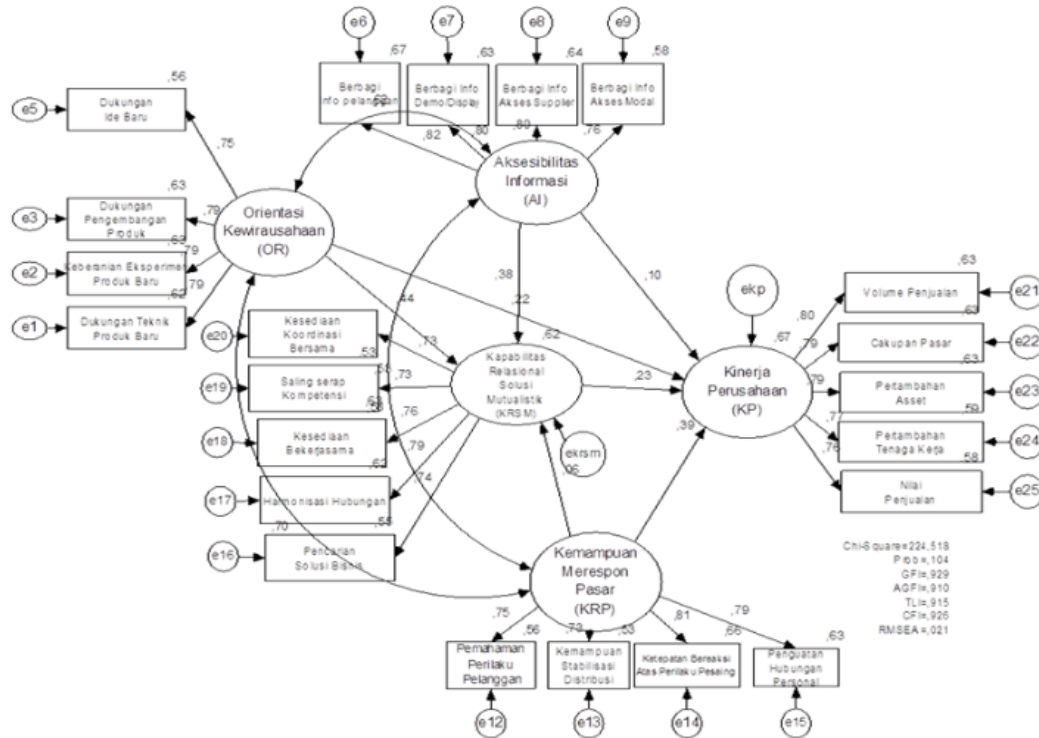
Data computed by Structural model Amos. The indicators used for entrepreneur orientation are develop new ideas, product development creativity, increase new product, develop new technique (Indriastuti, 2019). Mutualistic relational capabilities are using five indicators, i.e reciprocal relationship, harmonious relationship, relational interactions long term benefit, willingness to absorb each other's competence (Capel and Ndubisi, 2011) and (Morgan, Robert and Hunt, 1994) , while for business performance using indicators market coverage, increase in assets, increase in labor, growth in sales value (Sin et al., 2005) and (Salisu and Abu Bakar, 2019)

Table 1. Scale item for measures

Reflective scale names and items (measured on 10-point scale indicating the extent to which respondent agrees with following statements	Standart Loading
<b>Entrepreneurial Orientation</b>	
Develop new ideas,	0.75
Product development creativity	0.79
Increase new product	0.79
Develop new technique	0.79
<b>Relational Capability</b>	
Ability to find solutions to business problems	0.73
Ability to maintain harmonious relationships	0.73
Willingness to increase cooperation	0.76
Willingness to absorb each other's competence	0.79
Willingness to strengthen shared knowledge coordination	0.74
<b>Information Accessibility</b>	
Willingness to share knowledge of customer needs	0.82
Willingness to share demonstration / display info	0.80
Willingness to share access to raw material suppliers	0.80
Willingness to share information on access to capital	0.76
<b>Market responsiveness</b>	
Ability to understand environmental changes	0.75
Ability to understand customer behavior	0.73
Appropriateness in reacting to competitive behavior	0.81
Ability to build personal relationships in marketing	0.79
<b>Business Performance</b>	
Increase in sales volume	0.80
Market coverage development	0.79
Increase in assets	0.79
Increased work force	0.77
Sales growth	0.76

(Note : Chi-Square fit 224.518 and  $p=0.104$ , **GFI 0.929**, **AGFI 0.910**, **TLI 0.915**, **CFI 0.926** **RMSEA 0.21**)

The answer the hypotheses that have been developed, the results of the measurement model show that the data is Chi-Square fit 224.518 and  $p = 0.104$ , GFI 0.929, AGFI 0.910, TLI 0.915, CFI 0.926 RMSEA 0.21



#### 4. Results

Table 2 the effect of entrepreneur orientation on relational capability is significant  $\beta = 0.081$   $t = 4.642$   $p = .000$  supported H1. Information accessibilities on mutualistic relational capability is significant  $\beta = .083$   $t = 4.582$   $p = .000$  supported H2. Market responsiveness on relational capability is not significant  $\beta = .044$   $t = .686$   $p = .492$  not supported H3. Entrepreneur Orientation on business performance is significant  $\beta = .100$   $t = 2.180$   $p = .029$  supported H4. Relational Capability on business performance is significant  $\beta = .111$   $t = 2.385$   $p = .017$  supported H5. Information Accessibility on business performance is not significant  $\beta = .101$   $t = 1.112$   $p = .266$  not supported H6. Market responsiveness on business performance  $\beta = .052$   $t = 4.325$   $p = .000$  supported H7 This means that relational capability is able to moderate between entrepreneurial orientation and business performance for batik industries in Indonesia. R square value is 0.409, the rest will explain other variables



**Tabel 2 The result of Hypothesis**

Hypothesis	Path	$\beta$	t-value	p-value	Result
H1	Entrepreneur Orientation → Relational Capability	.081	4.642	***	Supported
H2	Information Accessibility → Relational Capability	.083	4.582	***	Supported
H3	Market responsiveness → Relational Capability	.044	0.686	.492	Not supported
H4	Entrepreneur Orientation → Business performance	.100	2.180	.029	Supported
H5	Relational Capability → Business performance	.111	2.385	.017	Supported
H6	Information Accessibility → Business performance	.101	1.112	.266	Not Supported
H7	Market responsiveness → Business Performance	.052	4.325	***	Supported

## 5. Discussion

The relational capability in this study is proposed as a new concept that is used to bridge the research gap between entrepreneurial orientation and business performance. The relational capability is the company's ability to build relationships that emphasize business problem-solving activities, harmonious relationships, enhance cooperation, absorb each other's competencies and a willingness to strengthen the coordination of shared knowledge. Empirically, it is found that there is strong evidence regarding the mediating role of relational capabilities in bridging that gap.

The ability to build business relationships will provide solutions together with Batik SME players in Indonesia. Communication made by Batik SMEs business actors is such as about sales or purchase agreements, partnerships, cooperation, or agreements between actors. (Ramachandran.K and Ramnarayan, 1993) stated that interpersonal networks play an important role in the process of creating and growing a company. An efficient and effective network helps accelerate the creation rate of new companies. The concept of relationship in Batik SME aims to help in understanding the Batik MSME actors in order to build partnerships and alliances with each other. This concept is more widely discussed in relationship marketing studies which are directed at a strong and sustainable relationship for each individual involved (Wu and Lu, 2012).

## 6. Managerial Implication

The strength of relational capability is expected to succeed in bridging between entrepreneurial orientation and business performance, by collaborating between entrepreneurs, suppliers or customers by referring to the network management view and dynamic capability (Morgan and Hunt, 1999). First, the entrepreneurial orientation shows that the company must be able to provide support for ideas, use of new opportunities, support for new product creativity and support for the development of new techniques. The entrepreneurial orientation is a proactive and innovative decision-making process and activity. This step allows the company to make a first-mover and

take advantage of existing opportunities, while realizing a strong commitment to the company.

Second, business performance can be improved by increasing relational capabilities by expanding the collaboration of batik craftsmen in Indonesia. Collaboration can improve company performance by collaborating with suppliers, large collectors, utilizing online shops or combining several motives from various regions in Indonesia because almost every province or district has its own batik motive, sharing about batik company secrets, batik combinations, accuracy of reactions with customers and attracting customers by always maintaining harmonious relationships.

It is hoped that the relational capability will be able to become a bridge for entrepreneurs to improve their business performance by collaborating between SME's industry. Even batik is the result development of the various philosophy of customs in Indonesia, various batik patterns are also the acculturative result of various nations in the world (Fitriani and Ferdinand, 2015). Collaborating with customers and supplier will give big benefits for partners. Maintain a harmonious relationship and a reciprocal relationship with each other so that they will get long term benefits (Khoa, 2020).

### **7. Future Research**

There are limitations to this research, such as research is still being carried out in Indonesia, as the largest batik producer in world. By looking at the results of the result can be seen that the countless residual results will be tested with other variables, such as how the market sensing, networking capability and others. In future research, besides being suggested to use other variables, it is also suggested to use other statistic analytical tools or different objects. And the object joint with another country

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# INFORMATION ACCESSIBILITY AND MARKET

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